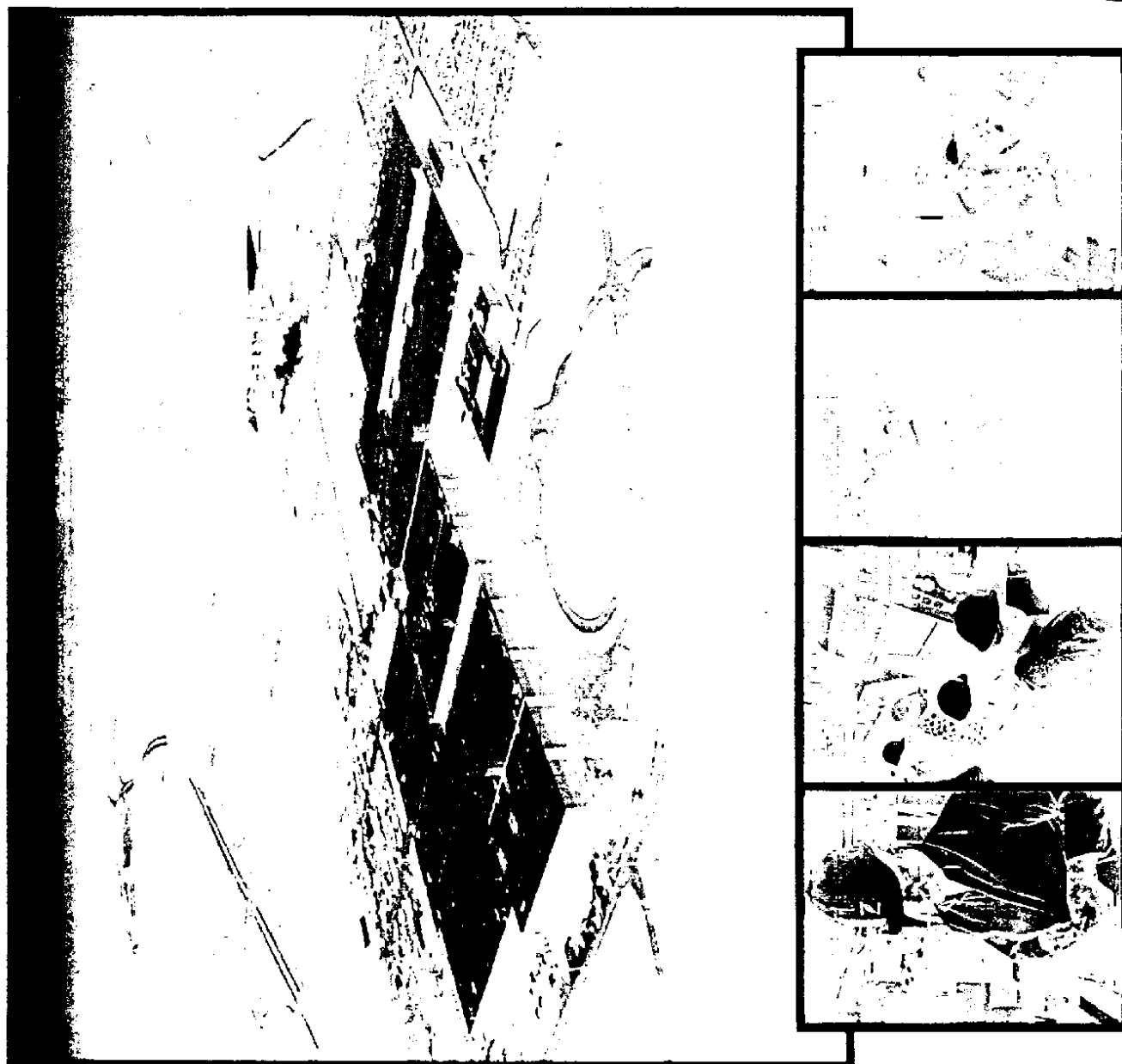


# SATIS

MERCHANDISER

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## Persistence pays off RJR is No. 1 in military markets

Hard work and persistence by field sales in 1985 made RJR No. 1 in military markets.

RJR finished the year with a 31.42 percent share of market, a healthy 1.65 percent gain over 1984. Philip Morris posted a 29.26 percent share and a .93 percent loss from 1984. Share performance of other companies is as follows:

	SOM
Liggett & Myers	12.77%
American	10.29%
Brown & Williamson	9.88%
P. Lorillard	6.39%

Also, RJR posted a .2 percent volume gain in 1985 over 1984, our first such gain since the mid-70s.

Much of our success can be attributed to Doral, which achieved an impressive 4.36 percent share of the military market.

The momentum in military will continue into 1986 with exclusive RJR advertising scheduled to be placed on all commissary fixtures during the first quarter.

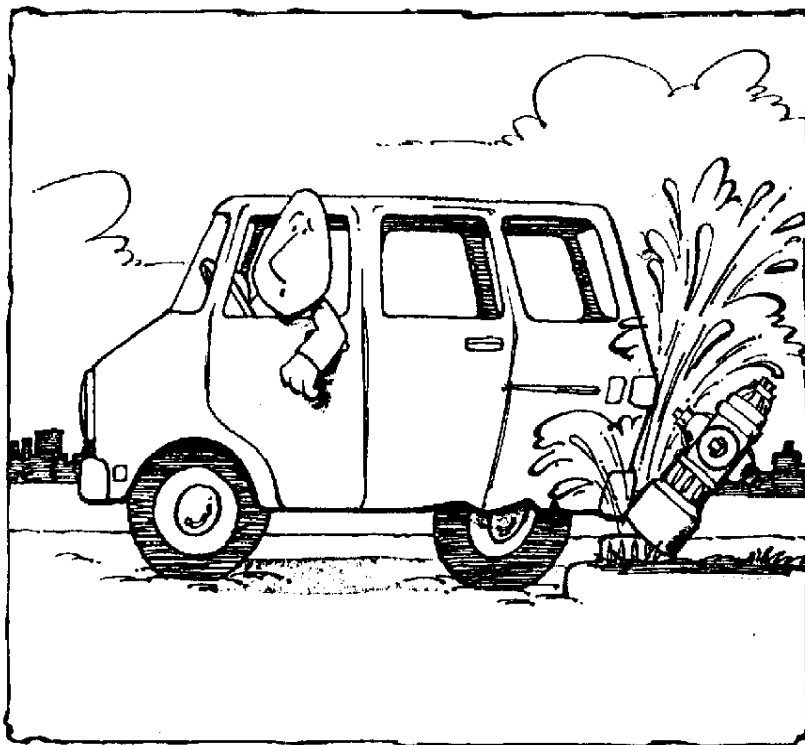
## Winston race fans vote for drivers

Winston cigarettes is offering fans of NASCAR Winston Cup racing the chance to choose the field for a new race, the Atlanta Invitational, on Sunday, May 11, at the Atlanta International Raceway (AIR).

The \$300,000 race will be the companion event to The Winston, NASCAR's race of winners, which will be held later that same day at AIR.

Fans will select 14 drivers from a ballot of 26 for the starting lineup of the 100-lap, 152.2-mile race. To be on the ballot, a driver must have competed in at least 10 Winston Cup races in 1985. Drivers who qualified for The Winston are not eligible.

Enclosed with this issue of *Sales Merchandiser* is a ballot. All field sales employees are invited to cast their votes to help determine the field for the company's newest NASCAR event. The deadline for returning ballots is March 31.



Backing is the number one cause of preventable accidents

**On the cover:** In response to field sales inquiries about the company's newest cigarette plant, Tobaccoville, *Sales Merchandiser* is taking a look at the plant's progress and one writer's view of what it all means.

The Tobaccoville plant was 93 percent complete on Jan. 1. Featured on this January/February cover are the start-up crews working to get the first three making and packing complexes into operation. On Jan. 13 their efforts were rewarded — the plant produced its first shippable products, Winston Kings, Salem Kings and Doral 85s.

John Gates, an editorial writer for the *Winston-Salem Journal*, learned of the plant's achievement and requested a tour. Reprinted on page 8 of this issue is the column he wrote about his impressions.

# MEMO

From the Senior Vice President - Sales

## Teamwork is key to strong company



The tobacco industry and Reynolds Tobacco were in the news last fall as the first cigarette and health cases to be tried in more than a decade went to court.

Thanks to a great deal of teamwork on the part of many people throughout the company, a jury in Santa Barbara, Calif., and a federal judge in Knoxville, Tenn., ruled in the company's favor in December. In addition, over 300 claims against the company which were brought by an asbestos manufacturer were dismissed.

Teamwork is the foundation of all strong companies and without it no company can expect to reach its full potential. The dedication and pride I see throughout our company is astounding. Each of you has a part in making this company great.

It is the field sales force that drives all of us here in Winston-Salem to work harder. We realize that without you nothing really happens. Without you there would be no Reynolds Tobacco.

Yes, I feel optimistic about our future because I have seen what you have accomplished in the past. No matter what the challenge, you always come through. I'm confident we will meet any goals we set for 1986.

If we adhere to the principles on which this company was built . . . pride . . . hard work . . . dedication and commitment, our company will continue to prosper and grow.

Sincerely,



Ralph Angioli

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A visit with Angiuoli, Ford and Beasley

# Sales VPs share their views



Ralph Angiuoli

Interviewing Ralph Angiuoli, Yancey Ford and Ron Beasley is a little like talking to the owner, manager and coach of the Chicago Bears. They can't say enough about their winning team.

And like good team management, they are eager to analyze their game plan and team members and improve on their results.

"There are two critical areas that determine whether you win or lose," says Angiuoli, senior vice president - sales. "First, you must have superior plans that provide one-upmanship on the competition.

"And second, you have to have a highly motivated sales force. The key to our success is that our people have a great deal of pride. We have a lot of people unwilling to accept second place.

## The RJR heritage

Angiuoli, Ford and Beasley agree that the desire to be No. 1, to be the best, is a heritage at R.J. Reynolds Tobacco.

That heritage and confidence was, in fact, the major reason why each of the three came to work at Reynolds Tobacco.

"I worked in a family-owned grocery store in Virginia when I was growing up," says Ford, vice president - field sales. "From the time I was 14 to 15 years old, I knew I wanted to be in sales. I also knew I wanted to be in sales for RJR because of H.H. Purcell."

Purcell was the RJR sales rep who called on the Ford family store, and he made quite an impression on young Ford. "Other sales reps calling on the store didn't possess the qualities Purcell had," Ford explains. "I thought to myself, if he's got those qualities and such enthusiasm for his company and its products, then his company must be the best."

When Ford was about 16, Purcell introduced him to Joe Howard, the regional sales manager for that area.

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Howard gave Ford a business card and told him to call when he finished college. Years later, Ford made that call, interviewed with the company and started with his first, and only, employer since college.

Beasley, vice president - sales operations, also joined the company as a new college graduate. As a student at Florida Southern, he signed up with the school's placement office for an interview with Division Manager George Timinsky and Miami Regional Manager Hank DeShazo.

"I was sold on the very first interview and was convinced I wanted to be a part of RJR," Beasley remembers. "Fortunately, they sold me and I sold them." He reported right after graduation as an RJR sales rep in Orlando, Fla.

Between college and RJR, Angiuoli made a stop in the Army. It was there he discovered he had a knack for selling.

"I was an instructor in radio communications procedures. My job was to sell draftees on the notion that the Army could teach them something."

Armed with that experience, Angiuoli talked to several companies about sales positions. He chose R.J. Reynolds and says he is glad they chose him.

"Reynolds had a better training program, and their people impressed me more than anyone else's did. From the way the division and assistant division managers presented the company and handled themselves, I knew this was where I wanted to be." Angiuoli started his Reynolds sales career in Newark, N.J.

All three men are eager to uphold the high standards that attracted them to Reynolds Tobacco. And they are in concert with how they see it can be done.

#### '86 emphasis — helping the rep

"The most important person in this department is the sales rep who's making the call. Without the reps, nothing happens," says Ford. "Their performance determines to a great degree whether or not we are suc-

cessful as a company."

To reinforce the rep's arsenal of abilities, Angiuoli says the department will continue its emphasis on people development.

"People have an opportunity to progress here," he says. "One reason is our training programs. Training will always be a priority issue in the sales department."

In addition to training, the department will also work to provide sales reps with better tools to do their jobs in 1986, Beasley says.

"We are going to make a concerted effort to streamline the work plans as much as we can," he explains. "This will be difficult because everything we do is important. But we have got to do a better job of setting priorities."

Beasley adds that the company's field sales force is more advanced in data collection than any other consumer goods company in the country. He sees further enhancements in that area in 1986.

Ford, who says that becoming vice president of field sales has meant he has gone "from supplying the bullets to shooting them," says work-plan and data-collection improvements will mean looking further down the road.

"It's a little like flying a jet plane. When you make a move, you have to anticipate. So we will be anticipating the third quarter now, rather than while we are working it."

Streamlining plans and setting better priorities are aimed at eliminating last minute changes, he says, and raising the department's already high standards.

"Some call it standards," says Ford. "I refer to it as a disciplined approach. But it doesn't mean you don't have flexibility. It means here are the guidelines in which we operate and here are the parameters we can tolerate. The flexibility comes in the creativity you have in implementation."

#### Reacting to change

All three men emphasize that flexibility is essential in the competitive atmosphere in which the company operates.

"Our environment is constantly

## Trade relations supports field efforts

A not-so-visible, but extremely important, part of the sales department is trade relations.

Trade relations builds a rapport with distribution and retail segments of the industry. That makes it easier for sales reps to do their jobs.

"It's not the job of trade relations to sell cigarettes," Ralph Angiuoli, senior vice president - sales, explains. "They work with the higher echelon of wholesale and retail management to instill how much better we are than our competition."

"Those impressions filter down through the organization and give our sales reps an edge in doing their jobs."

Trade relations, headed by Timothy Sullivan, vice president, also coordinates the company's activities with trade organizations and at trade shows. The department's goal is to enhance the company's image with trade organizations, making it easier to do business with their members.

changing, due to competition and anti-smoking activities," says Angiuoli. "We have to be constantly looking for ways to do things better."

An example of changing to meet a challenge, says Beasley, is the new shelf display plan contracts. "That's the hottest news in our merchandising area. And it was done to preserve the prime merchandising space we now have and to gain more."

Another example is the edge the trade relations department provides field sales (see sidebar story).

"The sales department has achieved every goal and conquered every challenge," Angiuoli says. "Behind field sales achievements are the commitment of the home office to support the field and the commitment the company makes to the entire department."

"Jerry Long (president and chief executive officer) and Marty Orlowsky

*continued next page*

*continued from page 5*  
(executive vice president of marketing and sales) have a great deal of confidence in our ability to produce and to achieve our goals. Both of them will be traveling with me this year to see firsthand how we are performing in the marketplace."

All three sales vice presidents are confident the department will make its 1986 goals, in profits, volume and people development. And one ingredient that will ensure that happens is feedback from the field, they say.

"Feedback is absolutely necessary for us to determine if our programs are working, and what needs to be changed or modified," Ford says.

And Angiuoli stresses that "good communications will ensure that while we are planning, we develop work plans that enable us to reach the company's goals."

The most important person in that communications link, they say, is the field sales rep.

#### **RJR edge: Its employees**

"We have a competitive edge because we are not a one-brand company," says Angiuoli. "And we have again and again demonstrated our leadership role — Doral and Century are good recent examples.

"But our most important edge over our competition is our people. They have been selected because they are aggressive, persistent and above all they possess a positive attitude and want to work in a team atmosphere."

Angiuoli, Ford and Beasley emphasize the value of those characteristics in the face of increasing media attention to the industry. All three express concern about the type of coverage the industry tends to get.

"A major concern we have is that the media are very unfair," Beasley says. "They give a lot more space to our adversaries."

That coverage combined with competitive activities can frustrate the best of employees, Angiuoli says. But, he adds, it is the nature of in-

dividuals who choose sales careers to overcome frustration.

"One of the criteria we look for in an RJR sales rep is self-confidence. If you have it, you can achieve whatever you want, including managing frustration instead of letting frustration manage you.

"You have to take charge of frustration. You must believe in your product, believe in the company backing you and believe in yourself. It's all a matter of confidence."

As the newest man on the sales vp block, Beasley brings recent field perspective to the question of confidence in the industry.

#### **Industry future is secure**

"We all know for a fact that R.J. Reynolds Tobacco Company is going to be around a long time," Beasley says. "There are people in the general public with doubts and they seem to get all the publicity.

"One of the things that's perpetuat-



**Yancey Ford**

ed the myth about our industry is that this company and our competitors are in an active acquisition program. The media see that as a sign that cigarettes are going under. That couldn't be further from the truth.

"We are in the process of spending \$1 billion for a new production plant. We've tripled the size of R&D and we have active factory and storage modernization programs going on. After we have provided for the upgrading of our tobacco facilities for the future, what should we do with the earnings?

"We owe it to the RJR stockholders to spend that money on wise invest-

ments. That only makes good business sense. Not a lot of companies can embark on a facilities program like ours and still make acquisitions like we have been making."

Ford points out that cigarettes are still one of the most profitable items on store shelves. That, combined with the good relationships existing nationwide between the company's employees and retailers, further ensures the future for RJR.

The company's leadership position in merchandising, trade relations, product innovation and commitment to its employees is the result of good planning and implementation. Those

efforts will continue in 1986, he says.

Angiuoli agrees. "That's why I'm so confident in our future. Each one of us has a big role and a secure future," he says.

"I'm happy I'm working for R.J. Reynolds Tobacco. I think as an organization — as the sales department — we have the manpower, talent and dedication to get the job done. And I'm excited about it."

Angiuoli smiles broadly as he stands to conclude his interview. The twinkle in his eyes underscores his philosophy about selling.

"Besides, life would be dull if it weren't a challenge." 🐾



Ron Beasley

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# Impressions from a tour of RJR's new Tobaccoville plant

If your total impression of the cigarette industry comes from the news media, chances are you view it as besieged, an industry whose fall is a matter of when, not if. People in the Winston-Salem area have available, not far out of town in Tobaccoville, another view.

R.J. Reynolds started making cigarettes at its new plant out there this week, and I went out to take a look. If the Tobaccoville plant is some sort of memorial monument to a dying industry, I'll eat a carton of cigarettes, filters and all. It would be the most extravagant memorial since that Indian prince built the Taj Mahal after his young bride died.

The main impression you get from looking at the largest cigarette manufacturing plant in the world is that the Reynolds people believe what they have been saying all along about staying in the cigarette business. When the plant is running at full capacity, at the earliest in the fall of 1987, it will turn out 110 billion cigarettes a year.

Like a lot of other people, I've heard the rumor that the plant was built so that it could be quickly converted to a food-processing plant if the cigarette industry started losing product liability suits. I asked Joe Morgan, the project director for the plant, about that.

With a look that clearly reflected fatigue at the notion that he would have to answer that question for the 2,001st time, he said, "I won't say it couldn't be done, but in my opinion, it would make more sense to build a food-processing plant from scratch than to convert this one."

The major investment at Tobaccoville is for equipment, not plant, even though there are more than 46 acres of floor space under 27 acres of roof in a building that requires a hike of 1.3 miles to walk around the outside



By  
**JOHN  
GATES**

walls. The miles of pipe and wiring, the data processing and automation, the machinery, all are specialized. They could, perhaps, be adapted, but you wonder: Would you buy food processed in a former cigarette plant? Maybe not.

"Cigarette" is, of course, an emotionally charged word. Most everyone has strong feelings about the product. Forget them for a moment, because they will cloud appreciation for what is truly a monumental engineering and administrative accomplishment. You can almost hear Joe Morgan, or maybe the guy from Morrison & Knudsen (the construction consulting firm), saying, in his best George Peppard imitation, "I love it when a plan comes together."

For me, the number that says the most about what sort of a project the plant constitutes is 2.3 million. That's the number of copies of blueprint pages made so far for the 125 contractors on the job. There are 25,000 plan drawings, and every time there's a change order, multiple copies have to be made of some of those drawings, because even a minor change in one drawing may affect the work somewhere else.

You have to be used to dealing with the reality (if that's the right word) of federal budget numbers to be more awed than numbed by the Tobaccoville statistics. The Reynolds public affairs people have exercised rather commendable restraint in limiting the number of releases that tell you how far you could reach if you laid all the pipe or all the wiring end to end, or how many football fields could be put inside the building.

The communicating success represented by the finished plant is intriguing to an alleged communicator. Imagine taking 25,000 drawings, giving them to 125 contractors who've never seen them before, and turning those drawings into a mammoth, intricate, super-automated and super-efficient manufacturing plant. The coordinating of 3,000 construction workers (at peak, last summer) and the material and equipment needed has to have required luck as well as skill.

And the biggest job Joe Morgan had ever worked on before was the \$50 million Central Distribution Center for Reynolds at Whitaker Park. That was a job you could get your hands on and understand all the details, he said. The trick at Tobaccoville, where the price tag is more like \$1 billion, was figuring out an administrative organization that would make it possible to run the job without knowing everything.

The cigarette controversy goes on, with little muting. You can accuse Reynolds of everything from greed to immorality, but the incontrovertible fact is that if people didn't buy them, Reynolds wouldn't make cigarettes. It is demeaning of people to suggest that some of them are helpless against the allure of cigarette advertising or that the habit once formed is unbreakable.

Whenever you think about cigarettes, it's clear from a tour of Tobaccoville that the Reynolds people believe cigarettes will be around for a while. They probably have better information on which to base such beliefs than most of us.

Tobaccoville represents a major investment in the future — both Reynolds' and Winston-Salem's.

Reprinted with permission from the *Winston-Salem Journal*.

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# Sweepstakes winners announced

Following are the fourth quarter Safe Driving Sweepstakes winners in "The Winning Combination." All award credits must be redeemed by March 31, 1986.

## Boston Region

D.C. Harmon  
G.F. Zimmerman  
E. Goodman  
R.J. LeBrun  
G.H. Douglas  
A.V. Okeefe

## New Jersey Region

T.J. Fitzin  
D.G. Talley  
G.B. Brown  
B.R. Toomey  
R.C. Smith  
J.I. MacDonald

## Philadelphia Region

S.F. Wagner  
J.V. Maguire  
M.J. Petrone  
W.H. Kinney  
C.A. Wiener  
P.J. Gillotty

## New York Region

K.M. O'Hare  
L.E. Colon  
T.S. Rosen  
A.V. Addressi  
U.V. Vyas  
A. Abdalian

## Hartford Region

P. V. Writer  
G.A. Bain  
R.B. Wejnert  
M.P. Crespi  
J.M. Artaiz  
T.J. Johnson

## Washington Region

C.E. Moser  
C.L. Sigmon  
D.L. Deckard  
L.L. Gohn  
K.X. McArdle  
M.C. Italiano

## Winston-Salem Region

E.M. Dixon  
H.H. Weaver Jr.  
R.D. Wingfield  
B.W. Fuller  
G.H. Mayfield  
W.D. McCombs

## Atlanta Region

W.M. Askew Jr.  
J.L. Thompson  
A.E. Collier  
J.E. Fogle  
R.D. Scoggins  
A.W. Rice

## South Florida Region

A.J. Oldfield  
J.M. Borgen  
R.L. Cox  
S.B. Driskell  
G.T. Weaver  
E.P. Heard

## Birmingham Region

E.E. Poole Jr.  
M.B. Katz  
C.C. Hill  
J.R. Craig  
C.G. Hill  
R.T. Christian

## North Florida Region

C.L. Thompson  
D.B. Permenter  
J.S. Campbell  
J.G. Barnhardt  
J.M. Johnston  
G.S. Cleaveland

## Pittsburgh Region

D.L. Cunningham  
C.P. Pandy  
D.A. Beach  
D.E. Finley  
R.C. Latham  
R.C. Laatz

## Buffalo Region

J.T. Bergan  
F.G. Dimarco  
R.L. Odum  
C.R. Carletta  
T.J. Romah  
D.A. Moody

## Detroit Region

V.P. Biondo  
C.S. Brewer  
M.G. Super  
P.D. Pierson  
T.A. Lee  
P.L. Preston

## Richmond Region

M.A. Young  
D. Fields  
R.E. Rogers  
M.A. Wilson  
R.S. Vaughter  
J.M. Poe

## Oklahoma Region

D.L. Stein  
D.G. Ochoa  
R.D. Berrier  
J.E. Giesler  
J.B. McGee  
W.M. James II

## Memphis Region

M.A. Rodgman  
R.A. Pack  
T.R. Brewer  
T.A. Melendy  
L.S. Stubblefield  
H.D. Lindley

## Dallas Region

J.H. Stuart  
C.C. Novosad  
J.L. Whitehurst  
S.M. Saylor  
L.G. Krueger  
M.T. Owen

## Houston Region

M.R. Peters  
E. Cantu  
D.C. Falco  
H. Velasco  
E.H. Austin  
G.M. Phillips

## New Orleans Region

M.A. Kingsley  
J.W. Bonar  
K. Johnson  
J.B. Hitt  
R.S. Roche  
D.C. Maltezos

## San Francisco Region

M.J. McCarrick  
J.B. Price  
R.A. Johnson  
E.F. Ridley Jr.  
C.D. Breedlove  
K. Lubke

## Los Angeles Region

R.T. Henderson  
D.E. Theophilus  
J.A. Grynychal  
G.A. Beas  
D.R. Julian  
T.G. Bonds III

## Denver Region

J. Bermejo  
R.L. Neblett  
F.L. Donovan  
R.A. Cobb  
R.F. Zurhellen  
C.V. Mason

## Riverside Region

W.J. Nelson  
M.L. Richards  
V.L. Lynch  
D.A. Beehier  
K.L. Holliday  
L.G. Young

## Seattle Region

B.A. Johnson  
H.A. Norris  
W.L. Shelton  
G.B. Rierson  
T.A. Viall  
H.L. Arnhold Jr.

## Indianapolis Region

M.L. Stolberg  
G.M. Kroll  
T.C. Peterson  
R.E. Castegnaro  
R.L. Criddle  
J.D. Rauch

## Chicago Region

J.M. Germanos  
J.A. Rogers  
E. Hansen  
R.J. O'Rourke  
M.M. Singel  
T.H. Franklin

## Minneapolis Region

S.A. Bach  
D.L. Smilden  
N.N. Krause  
S.R. Bremer  
J.R. Mickelson  
G.T. Hanson

## St. Louis Region

J.W. Perkins  
R.W. Smith  
R.J. Chaffin  
M.D. Whitlock  
R.E. Duggan  
S.J. Renfille

## Kansas City Region

J.D. Berzina  
T.J. Lord  
W.L. Busacker  
J.A. Andrew  
D.B. Christenson  
K.W. Hayner Jr.

# Idea exchange

When changing pages on the Winston tear calendars, it helps to leave the pages in the plastic wrap with just enough torn from the top to get a small screwdriver through the holes and use it to guide the pages on the post.

**Linda Renfro**  
Sarasota, Fla., division

In our office we use a tally sheet to track our vendors payment process by listing all the vendors, then dating when the pay register is received and sent. Then when the check is received and paid, we can tell at a glance the status of each vendor's payment each quarter.

**Steven Knoll**  
Milwaukee, Wis., division

I have found that when I tell retailers that the decor on our centralized package merchandisers matches the Flex system, it makes it easier to replace competitive fixtures.

**Dale Neil**  
Fargo, N.D., division

I purchased small plastic hooks with adhesive on the back to make hanging the battery-operated clocks easier. It has also created opportunities for placement where a screw could not be used.

**Mark Carboni**  
Ft. Wayne, Ind., division

On the Flex merchandiser I have been storing the numeral kit behind the pricing panel on the canopy sign where it cannot be seen. This is the best place to keep the numeral kit because you eliminate the possibility of store personnel misplacing or destroying the numerals.

**Ross Cunningham**  
Miami, Fla., division

I have found a way to save time and money with our business hour frame sign. There are many stores that have different hours in the winter than they do in the summer. When I change the sign and put the new hours up, I simply leave the card with the summer hours behind it. By doing this, the retailer can change the card back himself when his hours change.

**J. B. Ambre**  
Salt Lake City, Utah, division

When pre-booking a carton display, I find it helpful to have a suggested order of 120, 150 or 180 cartons already prepared for the retailer. This shows the retailer that the suggested order is not overloading him on any one brand. This brand-by-brand breakdown helps sell 180 cartons when the retailers were thinking about pre-booking a smaller number.

**Darrell Collins**  
Raleigh, N.C., division

## Backing is leading source of accidents

No driver, regardless of experience, is free of possibly having an accident. It is important to recognize potential accident situations and to learn how to deal with them.

Backing accidents accounted for 35 percent of RJR's total preventable accidents in 1985.

Vans and trucks are particularly vulnerable to backing accidents. Following are five tips:

- **Avoid Backing When Possible.** In most situations, you can avoid backing by advance planning.
- **Approach your destination slowly.** If you pass your destination, do not back up. Either park and walk back to the location, or drive around the block.
- **Allow enough space.** In traffic, allow enough space between your vehicle and the one ahead to get around the vehicle ahead without backing up if it stalls.
- **Face traffic when leaving.** Avoid parking in a customer's driveway or an alley unless there is no alternative. If you must use a driveway or alley, either turn around, or back in so that you will be facing traffic when leaving.
- **Make sure pedestrians see you.** Never back around a corner. Your view of traffic and pedestrians will be poor and approaching traffic will not be able to see you.

## VOLUME WINNERS



Hilco removed competitive racks to install RJR's and consolidate generics.

### Edwards convinces chain to switch

Area Sales Representative L.R. Edwards of the Fayetteville, N.C., division sold Hilco Stores on a 72S plan featuring Doral packs on the top shelf and cartons on the next two shelves. The 35-store chain removed Liggett and Myers and Brown and Williamson's generic racks to consolidate generic-priced cigarettes on one rack.

### East Detroit makes vehicle sales goal

The East Detroit division took the 1985 theme of commitment to heart and put it to work for them. Division Manager John Czerewko challenged his sales representatives to sell for cash or bill thru \$1 million of product off their company vehicles during the year.

The division reached its goal before the year ended, selling 119,893 cartons of cigarettes worth \$1,019,082 by Nov. 15. Leading the way when the goal was reached were Area Sales Representatives V.P. Biondo (13,668 cartons) and L.J. Horan (12,831 cartons) and Sales Representative S.T. Sandman (11,722 cartons).

### Cleveland chain division scores

The Cleveland chain division is ringing up extra sales at the cash register. Chain Accounts Manager J.M. Piscitelli sold Gastown, Inc.,

a chain of 190 stores, on upgrading 125 existing permanent checklane displays to plan 4J. Elissa Moss, merchandising manager - field, sold Country Fair, a 70-store chain, on accepting a 120-pack, wire display at the cash register position.

These accomplishments raise the overall results in the Cleveland chain division to 633 PCDs on location and 532 at the cash register position.

### Sizemore winning over competition

Sales Representative K.D. Sizemore has enjoyed excellent success in his efforts to replace Philip Morris overheads and pack masters in the Bristol, Va., division. He has replaced 10 Philip Morris overheads and five pack masters in key locations in Johnson City and Erwin, Tenn. He also placed 14 ground mounts and 14 pole mounts in high-traffic locations in the same areas.

### Cloe and Coleman make Doral hit

Doral sales in a Louisville, Ky., supermarket increased 15 times thanks to the efforts of Assistant Division Manager L.W. Cloe and Area Sales Representative B.F. Coleman. They sold and built a 40-case Doral display in Rite Stop Supermarket that increased brand sales from 20 to 300 cartons per week. The display sold out in less than six weeks.

B.F. Coleman (left) and L.W. Cloe's Doral display achieved major sales increases.



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Advertising at this busy Baltimore intersection dramatically boosted Doral sales.

Combines \$1-off coupons and advertising

## Tress boosts station's sales with promotions

Doral sales shot up at Larry's BP Gas Station as a result of the work of Area Sales Representative **A.J. Tress** of the Baltimore division. Tress convinced the station to accept Doral \$1.00 off-carton coupons and to advertise Doral's reduced carton price on the station's neon road sign.

The station's weekly carton sales of Doral increased from five to 150 in less than three months and its weekly cigarette volume to more than 500 cartons per week. Doral accounts for 3.2 percent of RJR shipments in the Baltimore division.

## New Orleans region pushes Doral sales

The New Orleans region is boosting Doral sales. Area Sales Representative **R.F. Black** sold a 10-case Doral display to the K-Mart department store in Greenville, Miss., and Sales Representative **C.S. Sykes** sold a 10-case Doral display to the Country Market store in Greenwood, Miss. Black and Sykes are members of the Jackson, Miss., division.

Also helping sales in the New Orleans region is Area Sales Representative **L.S. Jordan** of the Shreveport, La., division. He sold a 5-case Doral display to the Big Star grocery store in Vivian, La.

## RJR makes inroads in "Marlboro Country"

Members of the Richmond, Va., region have refused to acknowledge the competitor's edge and pursued one accomplishment after another in what traditionally has been Marlboro Country.

Chain Accounts Manager **M.A. Young** has been successful in selling the Kroger KMA chain the universal package merchandiser, averaging three in each of the chain's 110 stores. He also convinced the chain to install permanent checklane displays on each merchandiser.

Young also got Farm Fresh Supermarkets to test the 4x7 Flex merchandiser and three, 8-sided centralized package merchandisers in two locations and to place 6-wide Doral Savings Centers in all 28 stores. The test proved successful and Farm Fresh ordered the 4x7 Flex for all its new

and remodeled stores.

Among his other accomplishments are selling Ukrops Supermarket in Richmond the 4x7 Flex; convincing Safeway stores in Chester, Va., to expand its 4x7 Flex test from one to 13 stores, placing the Flex System in the chain's new or remodeled stores; placing 9-sided CPMs or gondola end-frames in all 69 stores; and selling Standard Drug Stores, a 64-store chain in Richmond, overhead package merchandisers for all new and remodeled stores.

The Richmond region has also benefited from the work of Assistant Division Manager **E.L. Banks**, Richmond, Va.; Division Sales Manager **B.A. Becraft**, Bristol, Tenn.; and Division Sales Manager **J.E. Harper**, Charleston, W. Va.

Banks sold East Coast Convenient

Stores on replacing Philip Morris overheads with RJR's in 20 of its 33 outlets in Richmond. In addition, he was authorized to install permanent checklane displays at the cash register position.

Becraft successfully sold Oakwood Supermarkets, a 7-store, very high-volume chain in Kingsport, Tenn., on testing a 4x4 Flex carton merchandiser with a 16-foot wrap in two stores. The supermarket's other five stores use RJR 180 universal carton merchandisers with the Flex decor package.

Harper convinced the Shop-A-Minute convenience stores to replace Brown and Williamson overheads with RJR's in all 26 outlets in Charleston. He also placed Doral continuous counter displays in all the stores.

## Customer brags on Miller's work

Last month I opened a new tobacco outlet in the Quickway Shopping Center in Chester, New York.

I contacted reps from tobacco companies and asked them to call on me. The first to respond was Mr. L. G. Miller from Middleton, N.Y., representing RJR. Well, the purpose of this letter is to say that your "Lenny Miller" is pure Winston — GOLD!!!

He not only helped me with the fixtures, a sidewalk sign & Point of Purchase displays but helped me with the entire original tobacco installation until late into the night!

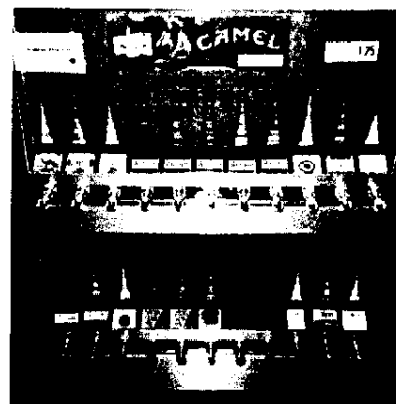
My tobacco business is really growing and I want you to know that I will always give RJR Top Shelf in our stores thanks to the efforts of Lenny Miller.

In these days when everyone is attacking the business I just thought you or fellow officers of your division might like hearing about someone out in the real world keeping your "Reynolds" name proud! He is really someone all your employees should know about.

Very truly yours,

Morris C. Jung  
Owner — Green Tree Tobacco  
501 Quickway Plaza  
Chester, New York 10918

P.S. Up here in snowy NY Philip Morris answers the telephone with the "hype" Marlboro Country, but their rep is still out on the range!



RJR enjoyed a vending exclusive during an international show in Cleveland.

## RJR gets International Trade Fair exclusive

Vending Sales Manager Ihor Miskewycz of the Cleveland Chain division made sure RJR brands were present when the International Trade Fair was held at the Cleveland Exposition Center. He obtained exclusive distribution in the 22-column vending machines used at the 10-day fair, selling 260 cartons of product. Miskewycz was also able to get refurbishing panels and toppers on every machine.

## Rogers receives Achievers Award

Area Sales Representative W.B. Rogers, of the Oklahoma City division, has been awarded one of the first Achievers Awards given by the Seventh Day Adventist Church and individuals, retail establishments and corporations in Oklahoma City. It was presented during a "Salute to Oklahoma Achievers" banquet in December. Recipients were selected because they had donated time, efforts or services to improve the quality of life in their community.

## Little Rock ASRs win with Doral

Area Sales Representatives M.E. Feemster, H.A. Brewster and K.A. Fletcher of the Little Rock, Ark., division successfully placed five-case Doral displays in Revco Discount Drug stores in Forrest City, Ark., and Newport, Ark. The Newport store sold out in approximately three days.

## Pedota goes after competitor overheads

Area Sales Representative C.J. Pedota of the Birmingham, Ala., division has achieved an outstanding accomplishment with the Jiffy Chek convenience store chain.

Last November, Jiffy Chek executives decided to install overhead package merchandisers in their stores. Pedota convinced the 16-store chain, which was considering Philip Morris' units, to use RJR's. The first, an RJR 20-column main unit with an add-on, was installed in January.

## Hubbard's display brings in praises

Area Sales Representative P.S. Hubbard scored with a temporary merchandising display during a recent Doral push in the Wichita, Kan., division.

Hubbard sold and maintained a temporary 10-case display that brought compliments from store personnel in a Wichita Wal-Mart store.

## PROMOTIONS & APPOINTMENTS

**J.L. Bryant** has been named sales merchandising manager in the Pacific/Mountain sales area.



Bryant joined the company in 1974 as a sales representative in the South Seattle division, where he was promoted to area sales representative the following year. He was promoted to area manager - vending in the San Francisco division in 1978 and to assistant division manager in that same division in 1979. Bryant was promoted to division manager in the Riverside, Calif., division in 1982 and to chain accounts manager in the San Francisco chain division in 1984.

**J.V. Maguire** has been named budget and planning manager in the North Atlantic sales area.



Maguire joined the company in 1973 in the Worcester, Mass., division, where he was promoted to area sales representative the following year. He was promoted to division manager of the Harrisburg, Pa., division in 1980 and to sales merchandising manager of the North Atlantic sales area in 1984.

**D.F. Knoll** has been named sales merchandising manager of the North Atlantic division.



Knoll joined the company in 1972 in the East St. Louis, Ill., division, where he was promoted to area sales representative the following year. He was promoted to division manager of the North Houston division in 1980 and to chain accounts manager of the Wichita, Kan., chain in 1982.

**S.R. Bremer** has been promoted to chain accounts manager in the Minneapolis chain division.



Bremer joined the company in 1978 as a sales representative in the East Kansas City, Mo., division, where he was promoted to area sales representative the following year. He was promoted to area manager - merchandising in the Dallas division in 1980 and to assistant division manager in the Dallas mid-city division in 1982. Bremer was promoted to division manager in the Tulsa, Okla., division in 1983.

**J.A. Kirchner** has been promoted to chain accounts manager in the San Francisco chain division.



Kirchner joined the company in 1973 as a sales representative in the Pasadena, Calif., division, where he was promoted to area sales representative the following year. He was promoted to area manager - merchandising in the Los Angeles chain division in 1977 and to assistant division manager in the San Gabriel Valley, Calif., division in 1978. Kirchner was promoted to manager - training and development in the Los Angeles metroplex in 1981 and to division manager in the West Los Angeles division in 1983.

**D.P. Fitzgerald** has been promoted to division manager in the Lexington, Ky., division.



Fitzgerald joined the company in 1979 as a sales representative in the Tampa, Fla., division, where he was promoted to area sales representative the following year. He was promoted to assistant division manager in the Macon, Ga., division in 1982.

**J.R. King** has been named division manager in the New Elgin, Ill., division.



King joined the company in 1969 in the Kansas City, Mo., division and was promoted to area sales representative of the St. Louis division in 1971. He was promoted to division manager of the N. Chicago division in 1979 and to regional training and development manager of the Chicago division in 1982.

**P.R. Merlino** has been promoted to division manager in the Dallas mid-cities division.



Merlino joined the company in 1975 as a sales representative in the North Jersey, N.J., division, where he was promoted to area sales representative the following year. He was promoted to area manager - merchandising in the Jersey chain division in 1980 and to assistant division manager in the Philadelphia division in 1983.

## PROMOTIONS & APPOINTMENTS

**C.D. Hinson** has been promoted to assistant division manager in the Huntsville, Ala., division.



Hinson joined the company in 1979 as a sales representative in the Goldsboro, N.C., division, where he was promoted to area sales representative the following year. He was promoted to military & institution manager - field in the Charleston, S.C., division in 1985.

**S.F. Knoll** has been promoted to assistant division manager in the Milwaukee division.



Knoll joined the company in 1980 as a sales representative in the St. Louis division, where he was promoted to area sales representative the following year. He was promoted to vending sales manager - field in the Milwaukee chain division in 1985.

**T.J. Lord** has been promoted to assistant division manager in the Sioux Falls, S.D., division.



Lord joined the company in 1981 as a sales representative in the Fargo, N.D., division, where he was promoted to area sales representative the following year.

**Cleotis Ramsey** has been promoted to assistant division manager in the Kansas City, Mo., division.



Ramsey joined the company in 1973 as a sales representative in the Memphis, Tenn., division, where he was promoted to area sales representative the following year.

**R.M. Stuber** has been promoted to assistant division manager in the South Seattle division.



Stuber joined the company in 1982 as a sales representative in the South Seattle division. He was promoted to area sales representative in the Portland, Ore., division the following year.

**M.A. Tucker** has been promoted to vending sales manager - field in the Washington, D.C., chain division.



Tucker joined the company in 1983 as a sales representative in the Washington, D.C., division, where he was promoted to area sales representative the following year.

**A.T. Padilla** has been promoted to military & institution manager - field in the San Antonio, Texas, division.



Padilla joined the company in 1983 as a sales representative in the Albuquerque, N.M., division, where he was promoted to area sales representative the following year.

**T.G. Piskor** has been named training and development manager - field in the Minneapolis division.



Piskor joined the company in 1981 as a sales representative in the Peoria, Ill., division, where he was promoted to area sales representative the following year.

### In Memoriam

**Michelle Y. Grizzard**, sales representative in the Central Detroit, Mich., division, died Nov. 19, 1985. She had four months service with the company.

**C.W. Sawyer**, area sales representative in the Norfolk, Va., division, died Dec. 13, 1985. He had 18 years service with the company.

# Aim Higher for 1986

Successful archers have one thing in common: they recognize the value of keeping their eye fixed on the mark. The instant their concentration wavers, the arrow falls short of the bull's-eye.

Successful salespeople also have one thing in common: they focus their efforts on one specific goal until they get the job done.

Your goal is VOLUME. Stay on target, and we'll reach it in 1986!

## SIP & VOLUME

You can't have one without the other!



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